

***United States Court of Appeals
for the Second Circuit***



APPENDIX

Orig w/ affidavit of mailing

76-1049

*B
Pof S*

United States Court of Appeals

FOR THE SECOND CIRCUIT

Docket No. 76-1049

UNITED STATES OF AMERICA,

Appellee,

- against -

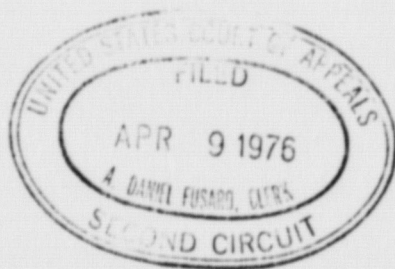
ARTHUR BRECHT,

Appellant.

ON APPEAL FROM THE UNITED STATES DISTRICT COURT
FOR THE EASTERN DISTRICT OF NEW YORK

GOVERNMENT'S APPENDIX

DAVID G. TRAGER
United States Attorney,
Eastern District of New York.



INDEX

TAB

Conversation between Joseph Racker and
Arthur J. Brecht on December 23, 1974 A (pp 1-62)

Conversation between Joseph Racker and
Arthur J. Brecht on December 28, 1974 B (pp 1-36)

TFK:sar
1.

NY 166-3738

The following is a transcript of a conversation between JOSEPH RACKER and ARTHUR J. BRECHT on December 23, 1974:

JOSEPH RACKER (JR:): Okay, thank you
Unknown Male (UM): Really
JR: I know I'm not that
UM: (Inaudible)
JR: This part I can do.
(Outside noises)
JR: Hi ARTIE (Footsteps) How's it going?
ARTHUR J. BRECHT (AB): I don't know.
JR: Gee, got here early. Good, I'm glad,
I was thinking of you.
AB: Well you know, I uh, I left at five
o'clock. The traffic was pretty
heavy.
JR: It was huh, gee
AB: Yeah.
JR: I was telling you, 15 minutes ago,
I got, I was gonna stand inside and
get us a table, okay, while you're
getting that thing, okay
AB: Yeah
JR: Alright, it doesn't matter, you know

NY 166-3738
2.

(Outside noises) (Walking)

JR:

Hi

(Voices in background, laughing)

JR:

Oh sir, could we sit down, have
a drink while we're waiting in that
corner

UM:

(Inaudible)

JR:

No, no, we want to sit in that corner,
we always, we did that last time too.
It's only five minutes

UM:

Sure last time (Laughing)

JR:

I just want to sit in that corner,
well it will only be five minutes to
eat, we'll sit in the corner, on
that table over there.

UM:

The big table over there?

JR:

No the, for two in the corner

UM:

The booth there

JR:

Yeah

UM:

Surely, yes sir. Just a few minutes
sir.

JR:

Yeah, I'm waiting for uh

UM:

(Inaudible)

NY 166-3733

3.

JR:

Well, if you don't mind, we'll sit down and have a drink.

(Laughing)(Noises in background)

JR:

Uh heh Art

AB:

(Inaudible) with you.

JR:

Huh

AB:

Don't you want your coat with you?

JR:

I will, I checked it.

(Noises in background)

AB:

So what's doing JOE?

JR:

Okay, ARTIE, how you doing?

AB:

Jesus, I had a rough day

JR:

Did you have a rough day today. Yeah.

AB:

Well, not too bad, you know.

JR:

Well

AB:

What I've been trying to do is uh, I have, uh several books in the files that I've been trying to wind up.

JR:

Ahh, I see, I see, well I think I keep you busy. Well we'll go sit down. This guy said we have to wait until six for this. I think we can be late. We didn't get a drink. So we get a good shot in the corner, right.

NY 166-3738

4.

AB: Yeah

JR: They won't bother us. Mr. (inaudible)
Where would you like to sit?

UM: That's alright, okay.

JR: Just to get away from, there's
really a lot of noise here.

AB: Well you know, they've done a pretty
good job here, you know.

JR: You know how far we're there.

AB: Yeah

JR: (Inaudible) Good outfit.

AB: You know, really

JR: Yeah

AB: They've done some good, you know,
I tell you, actually

JR: Yeah

AB: They done better than, then USE (inaudible)

JR: They have, huh

AB: Yeah, you know, TFS hasn't been too
good uh since I left I don't think.

AB: No, I don't think it's the same JOEY

JR: It isn't the same.

AB: They're having a party today, you know.

NY 166-3738

5.

JR: Oh yeah, TFS, no kidding

AB: In other words (inaudible)

JR: Oh yeah, did you go there?

AB: Oh, no, no, PHIL called me uh last uh Friday

JR: Yeah

AB: You know, said something about coming out, but, I, you know, I I wish I didn't have to be bothered with them, you know, to be honest about it.

JR: Yeah.

AB: Because

JR: Because he's causing you more trouble than anybody else

AB: Well, the main thing, the main thing that I think that they're doing JOEY, they've been, they've been slipping uh dates and uh

JR: Nah, cause you told me that, you know, that work you did for them that time.

AB: Yeah.

JR: What happened there, did they pay you directly or, I mean, I was wondering

AB: What they did, what they did with that, JOEY, was uh, you know I have to be careful like anybody else, you know, so, what I did (clears throat) was, you see when I was working as a consultant for Westinghouse I could do whatever I wanted.

NY 166-3738
6.

JR: I see

AB: Alright, you know, in other words,
I was no employee

JR: Oh, I get it.

AB: I didn't have any conflict of
interest.

JR: I see

AB: And what happened was they submitted
the TWO books, and it was impossible.
I tell you, I was in an impossible
situation, you know

JR: Yeah, I could imagine

AB: Because, you know what happened was
HARRIS moved out of the picture,
then BRUNO moved out of the picture,
and, you know, all they had to do was
take one book, and ~~they would~~ agree *make it*
with the other, and there would have
been no problem.

JR: Right.

AB: You know, you know they couldn't
even do that.

JR: Jesus, it's terrible

AB: They couldn't even do that. On top
of that, we had like a section five
on diagrams and they had the diagrams
from Cipeco and South Western and
didn't put the right ones in, so,
I mean, I don't mind telling you, I
mean, you know, I I I, I let them all off
dirt cheap, believe me when I tell you.

NY 166-3738

7.

JR:

Oh, I can imagine, I know you always, you've always worked for nothing, you never asked anything of me, in all

AB:

Yeah

JR:

These years you never asked a cent from me.

AB:

No

JR:

Right, I mean we never had a cent

AB:

Sure

JR: :

(Inaudible)

AB:

Because, you know, I don't mind, uh, you know, I don't expect everything to be that perfect. Alright,

JR:

Right

AB:

But I expect it to be

JR:

Let me ask you something

AB:

You know, maybe 90, 95 percent perfect

JR:

Right

AB:

And we got to go for the other five or ten percent

JR:

Right

AB:

And we can work it out, you know, I may come back to you to do a little thing here or there or something to fix it up.

JR:

Right

NY 166-3733
8.

AB: But Jesus, JOE.

JR: That's terrible

AB: This time they, they even take the comment to you and put them into the book. In other words, engineers had comments, and they didn't put them in.

JR: Yes, so, alright, well, listen, I don't blame you, believe me, if I, if I were you I'd have, have done the same thing.

AB: You know, so I figure I wasn't gonna do anything, you know, I wasn't gonna do a damn thing. And - I don't know what three, oh, I know what it was, the other thing they did to me, and this is really what ripped me off, knowing that I, they delivered the two books on, you see, volume I of book I, I did and I put into the works.

JR: Right

AB: Alright, and I did everything that I was supposed to and I just complained to them about it. I never said a thing to him. You know, I wasn't gonna put in any kind of a bill to him, nothing

JR: Right.

AB: And they come along and they deliver volume II, uh volume I, book II, no volume II, book I, it was on the gas turbine engine, right, and they delivered those two books without any artwork at all.

JR: Holy cow

NY 166-3738

9.

AB: No artwork, right, and

JR: So you had to do the artwork also?

AB: Oh, no, no, no, you see, you see what went on JOE, you, you know this business the same as I do.

JR: Yeah

AB: You could pick up a figure from another book.

JR: Right

AB: Alright, and all I was asking them to do was to, alright, if you pick up the figure, make a stat, put it on a hunk of board, so when I ship it to the printer, I have a set of artwork, and it can go to any printer to, to do it.

JR: Right

AB: Right, so instead of doing that, they went in, like and said, they have ten, pick up figure from instruction book, see 1800-C310, alright, tab seven, now, what the hell is the printer know about what's in tab seven and 310, he doesn't know.

JR: Of course

AB: He doesn't know at all, you know, I don't even know.

JR: Right (Laughs)

NY 166-3738
10.

AB:

He said, ^{believe} ~~believe~~ me, eh, this is the kind of thing they delivered. Alright, so the net result was that what I had to do was I had to take those books now and go out and try to get some kind of a set of artwork together, so when I gave it to the printer, he didn't have to look up anything and you see I was at his mercy.

JR:

Right.

AB:

You know if I, if I sent the book the way they delivered it, I was at the mercy of the printer.

JR:

Yeah, it would cost, cost ~~and~~ ^{Wickhouse} a lot more

AB:

You know, you know, in other words, he may not get to the right figure, and I wouldn't know it.

JR:

Right

AB:

You see, oh, I mean, I tell you, I really got, really pissed off at him today, I really did, you know, and that was when I called WIGLER down and I told him, I said, I don't know what the hell you guys want, if you read your purchase order, it tells you, you're supposed to give us some kind of a set of artwork with this God damn thing, don't give me the pages and tell me go to see JOE book and take this out, that was your job, that's what we wanted you to do,

NY 166-3738
11.

that's what we were paying you guys to do. You know, and, and, and oh that, that really, that really miffed me no end really, because I don't mind telling you, when those books got out

UM: Alright, sir

AB: But I don't think, I don't think that they really got out in as good as shape as they should have, you know.

UM: How about a drink, how about

AB: I'll have a Dewars uh scotch and soda.

JR: I'll just have plain club soda with a piece of lemon in it, please.

AB: You know, so that, that was really, that was really what got me really ripped, mad

(Noises and laughter in background)

JR: (Inaudible) well, I don't blame you for charging them for that.

AB: You know, I mean, I said to myself, what the hell do these people want, you know, and JOE, if it was 500 bucks a book, it was a lot, alright.

JR: Right

AB: You know, I I wanted to submit it in the name of my daughter, really

JR: I see

NY 166-3738
12.

AB: But LEOPOLE didn't want to do it that way.

JR: So what, so what did he do?

AB: He wanted to make it directly in my name.

JR: Yeah

AB: And I said alright, we can do that because all, all you got to let me do there is, I gotta back date all of the invoices to the time when I was not a full time employee and I was a consultant.

JR: I see

AB: And then I was free to do whatever I wanted.

JR: Wanted to, oh, that's good, that was a good way of handling it.

AB: You know, nothing could ever come out of it, you see, because you know at that time I also had a purchase order with uh, you see this was one of the reasons why I really didn't get the Westinghouse as a full time employer, because I had a six month purchase order with Lackey on the post.

JR: Oh

NY 166-3733
13.

AB: For a job that I did, and let him pay me the money, I took it in monthly payments, and spread it out over '73 and '74

JR: Oh, oh, then you were doing alright

AB: See, so then, you know, you know, in other words, I couldn't really join Westinghouse because I was under contract with somebody else.

JR: Oh, oh, that's what went on. Okay

JR: So, so, you know, I mean, I think everything is 100 percent legal, that is

JR: Well, that's that's important, cause I know

AB: There's something wrong

JR: In all the years we've dealt together, we never got involved with any payments or anything like that.

AB: I never asked for anything.

JR: I know you never did, we never, that's why

AB: Really

JR: By me, you shocked me the other day when this whole thing came up because

AB: Well

NY 166-3738
14.

JR: It never happens to me.

AB: It's not, it's not

JR: I've never done this before

AB: It's not exactly my own choice.

JR: I know, I, I said to myself, it can't be ARTIE doing this, I really did, don't think

AB: Yeah

JR: I don't believe you're doing this.

AB: You know

JR: Unless somebody's holding a, a a gun to your head

AB: Yeah, well, you know, you kinda cooperate, JCE, you know, at my level you gotta do what the people up above want done, you know

JR: Yea, well, uh.

AB: Whatever it is.

JR: And you mean they wouldn't give me that contract unless I did this, right.

AB: That's it, you know, that's it.

JR: Well, if I give it to you, I get the contract the first of the year

AB: Right.

NY 166-3738
15.

JR: That's what they said to you, huh.

AB: Right

JR: Well, I don't know what the hell this business is going to, I mean.

AB: I think it's all over.

JR: I mean, in your case

AB: Yeah

JR: Knowing the kind of effort that you would give me

AB: Yeah, yeah, right

JR: You know

AB: I always cooperate with these people you know

JR: I mean, you, you never asked for a cent and you always did so much work for us.

AB: Certainly

JR: So don't, you know, there was never any

AB: I do, I do it for anybody JOE

JR: I know, I know.

AB: They give me these jobs that I

JR: I don't, that's what I don't understand

NY 166-3738
16.

AB: I mean, you know, I one of the things I think I mean, in the old days, this business, in getting sub contract work done, is that you gotta be willing to get in there and help the subcontractor.

JR: Right, exactly

AB: And you'll get a better job, the more that you pay, put out to them and help them, the the better results your gonna get in the final product.

JR: Right

AB: Believe me, I know that that's a hundred percent correct, you know

JR: That's right

AB: You see, like I even know, for example, uhm, let's say, volume I, book I, the Worton job, alright, now I did certain things in there that I'm sure if I hadn't done them, we would have never got to the end. Alright

JR: Right

AB: You know, I mean, like, things that we did like in the old days in armor, with writing check out procedures and calibration procedures.

JR: Right

AB: You know these God damn engineers, I mean, a guy says, put all the switches in order, he doesn't tell you where the hell they are.

JR: Right, right.

NY 166-3738
17.

AB: You see, he doesn't want to tell you because he doesn't know.

JR: Right

AB: You see, and there's a lot of detail, to be sifted out, and you know, you're not gonna get uh the Seabrooks aren't gonna know all

JR: Right, of course not

AB: Cause they, cause they can't

JR: And they're really have to have some, they begin and find out

AB: Got to get, got to get some help

JR: Fortunately, if they had a guy like you they'd do it, if not, the subcontractors got to get in there and and do it.

AB: (Inaudible)

JR: And if they, if you need.

AB: That's when the books starts going sour

JR: Right, unless you get the cooperation all the way down the line.

AB: (Inaudible) two of these guys, they didn't cover the pressure switch and gage counter properly, the proper way

JR: Right.

NY 166-3738

18.

AB: They didn't do this, you know

JR: Right

AB: You see, but gee JOE, I'm not really pretty hungry, and so

JR: No, oh, we can eat something light, I don't know if they have sandwiches, well, I'm not

AB: That, that's really what, what, what's happened I'd say, in this, in this business, you know, uh, it's changed radically from the old days.

JR: Uh, whatever it is, I was gonna say, maybe you want a salad or

AB: Yeah, let me see what (inaudible)

(Noises in background)

JR: Uh (Continued noises)

AB: Oh, well I think I'll skip all the appetizers,

JR: Me too, I don't feel like having any of that.

AB: Maybe I'll just (inaudible)

JR: Calf's liver.

AB: Yeah, calf's liver and onions.

JR: Oh, I'll have the filet of sole, that's the healthiest for me.

AB: Filet of sole.

NY 166-3738
19.

JR: Yeah.

AB: I'll have it too, we'll make it easier.

JR: Yeah, two filet of soles, I don't want anything else, I'm not hungry either.

AB: Yeah, yeah, but that's that's really what I think has been uh been been going on, and I think down in Pennsylvania ~~you~~ got, I think ~~you~~ got more shenanigans going on down there.

JR: In Westinghouse, gee, I really believe that

AB: Well, I gotta watch what I say to you.

JR: Yeah, okay

AB: You know, because, you know, I don't think it's all of Westinghouse.

JR: Just, just your area, huh?

AB: You know, I don't, I don't, well, no, I think in other areas it's worse.

JR: Is that right.

AB: Oh, yeah, oh yeah, you see at my, at my facility there, there are three divisions, right, there's what you call the steam turbine division, and they have their own publications department.

JR: I see, you, you have nothing to do with that.

AB: I have nothing to do with that.

JR: Okay

NY 166-3738
20.

AB: Then there's the heat transfer division, and they have their own publications department, alright, now, then you have the gas turbine systems division, okay, now what I have, what I'm saying to you is the other two divisions, boy, I'll tell you, I, I had to think what they're doing.

JR: Do they sub-contract work?

AB: Oh, well, you better watch out, see.

UM: Your order

AB: Yes, uh

JR: Yeah, we're gonna both have the filet of sole, we don't want any appetizer or anything like that, just filet of sole.

UM: You want a little salad.

JR: A little salad, alright, a little Roquefort dressing.

UM: Roquefort.

AB: I'll take oil and vinegar with mine. Okay? All along, you see what I'm saying to you, like, the heat transfer division.

JR: Yeah

AB: Uh, you see the way we do these books, like, you put a book out, we'll only spend a day on it.

NY 166-3738
21.

JR: Right.

AB: Alright, heat transfer division have got themselves lined up with two printers, who does, who does all of their printing for them, alright, and there's a big feud on there between uh, let's say, the traffic printing division, which is Westinghouse, alright (inaudible) (Dishes banging in background)

JR: Right.

AB: Outside of Pittsburgh, right, there's a, and then the heat transfer division is sitting over in the other side of Lester and they're saying, screw traffic, they never deliver on time, the hell with them, you know, they're gonna work with these other two printers, you know, now, they're giving to the other two printers, I'd say, at least \$150,000 worth of business a year.

JR: Wow

AB: Alright, now JOE, you know that they're not giving it to them because traffic can't deliver, there's some shenanigans going on there. Because you know, they called me up and they're trying to, they got these two printers on me, and the guy was trying to come over and uh, you know, he'd come over and he said he wanted to pull a deal and I said there couldn't be any, you know, he said, well, he says you know, the heat transfer division, I says look, don't get me involved, you know, I don't want to know from nothing. You see, I said the only

NY 166-3738
22.

way I deal with you is if I go up and order directly to ~~Hill~~ from general management, otherwise I gotta deal with traffic. That's what they told me, that's what I'm gonna do.

JR:

Right.

AB:

You know, so you know, I'm a little suspicious so, of their operation, I think, I think they're, they're doing something wrong over there, you know,

JR:

(Inaudible)

AB:

I mean, in uh uh you know, as far as subcontracting work, well, you see, they don't have a lot of original work to be done, what they got is like maybe a standard heat recovery steam generator system, which they sell to General Electric, they sell to everybody, you know.

JR:

I see.

AB:

So, it's kind of like this repetitive printing business. You take the pipe and model number off, you put a new one on and you re-print it.

JR:

Yeah, uh huh, and charge them for a whole page.

AB:

Charge them for a whole page.

JR:

I see

NY 166-3738
23.

AB:

You see, so they got, they got a big thing going, printing, so I know that's going on and I don't think I want to get involved with them, now I do have something to do with them and I, on some of these big face jobs, we got, they supply us with some equipment and they got to supply us books, alright, but I've been forcing them to supply the repro, and then sending it to traffic and let traffic print it. You see.

JR:

Right.

AB:

I've cut the printer out of those jobs. I mean, because I I just feel it's safer to do it that way, you know, and then, that's the wonder of it.

JR:

So I don't understand why you get involved with this thing now, with, honesty

AB:

You see I'm involved with this thing because I command the engineering services.

JR:

Yeah.

AB:

kvid

Alright, and these guys have had uh, they've had ~~part~~ of a free length themselves, you know, when the business was really going hot the last two years, see, these guys were subcontracting all kinds of drafting work, they were using all these drafting subcontractors.

NY 166-3738
24.

JR: I see.

AB: And I think this is where the take was on, you know, they were working with, with uh M and T, they were working with Sanders and Thomas, they were working with uh uh Stone and Webster here in New York, they were working with Burns and Rowe, they were working with these guys and I think at the upper levels, there's been some shenanigans going on, you know.

JR: I see, cause I mean, that's what's happening to you now, right?

AB: Well, what what I think's happened now is the drafting work is uh, ordered out, to some degree, you know, now these guys are looking around, you see. What else have we got (laughs)

JR: Right.

AB: You see, and they're even thinking, now I told you the other story on the printing, alright, they even called me in and said, look, make a study of traffic on the printing, if we can get it done locally we want to switch, alright, and that was just maybe three or four weeks ago.

JR: Right

AB: Alright, so why would they want to switch.

JR: Right, why, so, and they also told you about this thing now.

NY 166-3738
25.

AB: Right, you see, so I think, I think, we're probably at the upper executive levels the heat transfer guys uh are in on it, that situation, these guys figured they oughta get the same thing. And I bet it's gonna work that way, we're gonna have to do it, you know.

JR: God.

AB: You see.

JR: Well, let me ask you this, at least, so, I have to, and they insist on a thousand dollars before I even get the purchase order, huh?

AB: That's right, right.

JR: And, but they will get it to me by January first?

AB: You'll get it, the first week in January.

JR: First week in January, yeah, if I don't pay I don't get it, right

AB: That's it

JR: I can't get it unless I pay.

AB: That's what I'm telling you.

JR: That's the way it works, huh.

AB: Yeah.

NY 166-3738
26.

JR: Well, listen, I after, you know, I, I'm, what did I tell you, I'm gonna, uh, I want to get it somehow, but the only thing is the guy that was, I had in mind, was supposed to come in today from the West coast.

AB: Right.

JR: Alright, I, you know, I thought he was here and I called him up, you know, and finally I called the guy up and he didn't, he had to postpone, he won't be in til Thursday.

AB: I see

JR: And I talked to him, I said, you know, can I, I'll tell him I was interested in selling, and the guy said he wants to sell Charter, so the guy knows Charter, you know, I have to work it that way, so that he thinks he's buying Charter stock.

AB: Uh, hum

JR: No question about it, you know, he's buying stock, and he's (inaudible) well, what I really did is I said I would guarantee that he would get the money back, okay.

AB: Right

NY 166-3738
27.

JR: So, unfortunately, he won't be in until Thursday, so I think, you know, maybe Friday or maybe Saturday morning at, you know, I can have it for you.

AB: Uh hum.

JR: Is that alright, I I hate to put you off, but I didn't intend to do it.

AB: Uh hum.

JR: Because the guy said he was gonna be in today and I could work it all out.

AB: Yeah.

JR: And the guy didn't call me up and say he wasn't coming in.

AB: Yeah, well I guess that will have to do, JOE, I mean, I uh, uh, you know, I gotta call these people tomorrow, you know.

JR: Yeah.

AB: And uh, in fact, I'm really calling tonight yet.

JR: Yeah, well I would appreciate if you give me till the end of the week.

AB: Okay.

NY 166-3738
28.

JR: Because I uh, I just don't have a thousand dollars to, you know, I've got to work with this one guy, because I want to make sure it's legal, and he can buy the stock from you legally, ~~and~~ (in a way) ~~there's no problem~~ because especially since you had this thing with LEOPOLD, the shenanigans with LEOPOLD, you know.

AB: Right.

JR: I don't want this.

AB: What kind of a guy is he anyway. I mean, I I

JR: He tells you he's straight, and then he pulls every crooked deal in the book, as far as I'm concerned

AB: Yeah

JR: So, it's like, with you, I mean, he knew he did the wrong thing, why did he play the deal, why did he do it, a crooked thing with you for?

AB: Hum

JR: Uhh

AB: I don't think, I don't think what he did was really that crooked, you know, as far as I was concerned, I

NY 166-3738
29.

JR: I don't think you were, but they were even for not doing the job right and then

AB: Right.

JR: Him coming around, he knew he wasn't supposed to, at that stage, he knew, he knew you were, you were

AB: Right

JR: And he tells you to back, to back date and all that stuff, so that was part of his, you went along with that, now if he's willing to go along with that, he'll be willing to go along with anything, I mean, he's just the kind of guy that would go along with anything, to get out of the

AB: Right

JR: To put himself out ahead and let everybody else sink.

AB: Right, well-it, could be, you know, because I uh I don't know him that well and uh I still get the feeling that they're going ~~away (in a hurry)~~ out ^{of} _{business,} and I don't know what tells me that, my intuition seems to tell me that, you know, I mean, you know, I think, I think they're gonna close up that operation

NY 166-3738
30.

you know, and and, you know,
every time I go out there it seems
like they're laying off more people
and more people, I don't think they
have too many left.

JR: Well, the main thing is that uh
I don't think they can do a good
job, that's the thing anymore, I
mean, it's it's reached the point.

AB: Well (Inaudible)

JR: There's nobody he can, can control
anymore.

AB: (Inaudible) Oh boy, I'll tell you,
their artwork is just going past.
It's getting worse and worse, you
know, really bad, you know

JR: (Coughs)

AB: Like I come on, I want to get little
things done like that, uh, a simple
job, take a, an operator's panel
and do something else with it. You
know, maybe want to change a couple
of buttons on it; or you want to do
this or you want to do that

JR: (Coughs)

AB: And uh, we're not, uh, they can't
even do it. You know, I mean, like I

JR: That's terrible

AB: I brought out a, a xerox of the panel
and said, you gotta add two new
nomenclatures onto these buttons,
one was computer and control

JR: (Coughs)

NY 166-3738
31.

AB: The other one was like abbreviation of transfer, transfer to LMC, right, now they're supposed to put those in these two buttons, so, what the guy does, he puts them in and he abbreviates the word computer, C-O-M-P period.

JR: (Laughs)

AB: (Laughs), you know, and I didn't tell him to do that, you know.

JR: Right.

AB: In other words, you and I have been in this business if, if a customer comes to you and said, look JOE, change these buttons, you know damn well the nomenclature gotta be exactly the way I gave it to you.

JR: Sure

AB: I mean.

JR: Well, don't they have an engineer reviewing it?

AB: You just can't, you just can't go and abbreviate it. You know, you see, so I go back out and uh you know, Seabrook's got it all packed up, he says it's all ready, I take it back to the plant and I open the package up, and I start running a check uh, you know, with the copy I gave him, things aren't alike

NY 166-3738
32.

They don't agree, it doesn't agree at all, you know, I called up Seabrook and he says, well I couldn't get the word computer in, you know, I says, I says, well, okay, we can't get it in, maybe the way if you're using the artwork, uh, you know, in final size, what you gotta do is enlarge it.

JR: Blow it up, sure.

AB: Blow it up, and then you'll have enough room in that box to put the word computer in, then size -- it down again and it will be fine, you know, I got, you know, I still haven't got artwork out of it, to this day, they've had it from two to four weeks now, you know.

JR: Okay.

AB: I just don't understand what the hell they're doing.

JR: Right.

AB: You know, uh it's not too serious to me yet because, the books are at the printer, this figure is missing, but it's the only figure missing, you know, so the printer will be done with that job in about two weeks, so two weeks from now we're gonna be in trouble, you know.

NY 166-3733
33.

JR: Yeah.

AB: If it's not ready.

JR: Right.

UM: Roquefort dressing?

JR: Roquefort, right here. Thank you.

AB: But ah, but that, that's really what's been going on with these guys, you know.

JR: Well.

AB: I don't, I don't see how you suckers gonna stay in business if they keep doing that.

JR: I don't either.

AB: Really, how they gonna, how they gonna operate, you know, why the hell did STANELY get mixed up with those guys anyway.

JR: I don't know.

AB: I don't know, either (inaudible)

JR: I don't know either, you know, as well as I do, ANGLE, I have nothing to do with that, I was, strictly engineer, I let STAN handle all the administration, and everything else, and he handled all the lawyers work, and he handled all the.

NY 166-3738
34.

AB: And he got you involved.

JR: He got us, me involved and I was just, you know, here I was just trying to, well, you know all the time, I just concentrated on getting the job done. I didn't pay attention to all those, everything that went on back there, with Schnamin and with, with uh STAN and, they, you know, they go and go to these lawyers and they can handle this deal and that deal and I, you know.

AB: You went along with it.

JR: Uh, I went along with it because it was my job, that was their job, my job was to get a, a good book out and that's all. You know how things worked at USIP.

AB: Yeah.

JR: STAN handled all the

AB: Well is SCHNAMIN still with the parent company.

JR: Yeah, he's still there

AB: They, they didn't let him go yet, huh?

JR: No, well, he's with the parent company, he's not

AB: Well, I don't know

NY 166-3738
35.

JR: As far as I know, now I don't know,
know what he's doing there or
nothing

(Noises in background)

AB: Well

JR: Did you find out how many shares,
you were gonna also tell me how
many shares, I, I forgot to ask
you, I was gonna ask you that,
about, because I have to tell
this guy

AB: I have an envelope here (inaudible)
The only shares that I found at
home so far, totalled up only to uh 215.

JR: Oh, is that all.

AB: Yeah.

JR: You might have some more someplace
else.

AB: I think I have, you know, but

JR: Well, you might as well find out if
they are (inaudible) at the end of
the week (Inaudible) want them.

AB: I gotta look uh

JR: You might have to make a little
statement, like, you know.

AB: No, I put a stock power in here,
JOE, for each one.

JR: Uh, I'd rather have them all at
the same time.

AB: Yeah.

NY 166-3738
36.

JR: So I'll give them to him at the same, so he knows, you know.

AB: Yeah.

(Noises in background)

JR: When I talk to the guy.

AB: In other words, for these stock certificates you got a stock power.

JR: Okay

AB: That person is gonna be filled in anyway

JR: Okay

AB: As a matter of fact

JR: Yeah, but you don't have them all, you see, I'd rather have them all, so, all at one time.

AB: What I'd like to do

JR: Yeah, go ahead.

AB: I don't know if you could hold them for a couple of months, but you could and (inaudible) because I might take them back

JR: Yeah, that's the thing that I, well, that's what I was trying to think of, maybe I, uh, this guy is very alert about stock and everything (inaudible) because he does this all the time, you know

AB: You know JOE

NY 166-3738
37.

JR: And he, you know, he'd be interested in charter stock anyhow, because he's, you know, he's even talking about buying UGIF, you know, he's one of these guys, you know, so I figured, well, maybe he could use that as a basis, you know, there's a logical thing for him to buy this stock, you know, as if it, because (inaudible) if it went through, I realize the whole, because it went through charter, you say, well, what the hell, because listen, I know you, what the hell's this guy buying charter (inaudible)

AB: Uh huh

JR: It would be sort of a, be like an alert to them, some things happening, you know.

AB: Right.

JR: So, I figured, in every regard, I know he's, he's always buying stock, you know, so I can understand him, well, maybe he thinks he's gonna take over charter, I don't know, you know, he's that kind of a guy, he's not gonna think anything, you know

AB: Well

JR: That's what he, he's a good man, for getting to (inaudible) to buy the stock for me.

AB: Right.

JR: Because he was, you think, okay that sounds fair.

NY 166-3738
38.

AB: Uh hum

JR: And uh

AB: Do you think he may take over Charter.

JR: You know, I don't mean that, he's often talked to me, well, gee, do you think we can go and take over UGEP, like you say, not necessarily Charter, but he's often said, gee, I bet if we took over UGEP we can make a good thing out of it, you know.

AB: Umm

JR: And I said, well, you know, I, like you said, they're going down steam one of these days, you know, they're gonna say, well, what the, maybe I'll try to get rid of it, or something like that, and he says, gee, what oughta, at that time we oughta go in and try taking over.

AB: So

JR: So, that's the reason I felt, he would be a logical

AB: Don't you think, don't you think they gotta do that

JR: Sure, that's a, he got, the right time has to come, right, and he feels if he's got, that's the reason I said it, I said to him, well, why don't you buy some charter stock, then at least you got the inside track on it.

NY 166-3738
39.

AB: Uh hum

JR: And if that comes up, you can say, you know, as a stock holder, you want to know, and this and that and get involved. So then he said, that's the reason I felt he was an (inaudible) dealer, he answered to this particular problem.

AB: Uh hum

JR: And it wouldn't mean much to him, especially if I guaranteed him, he wouldn't hesitate

AB: Uh hum

JR: To put a thousand dollars, you know, for that purpose, you might say

AB: Uh

JR: Figuring that like the, that might be toward the purchase price of UCEP eventually, if you want to look at it that way, right.

(Noises in background)

AB: Well, I got the feeling JOE, that things are ~~becoming~~ (inaudible),

JR: Well, as you say, at that time, we feel, I think even I wouldn't, if he was in a position to do so, I wouldn't hesitate to try and uh take it over.

NY 166-3738
40.

AB: Well

JR: If I was in the

AB: What are you gonna do. Uh, Westinghouse is the only good thing they got going for them, JOE. They don't have enough to survive

JR: That's right. That's what I'm saying, I was

AB: You know, I'm not giving them much business JOE

JR: Oh, I repeat, that's all I've had, now

AB: Well (Inaudible)

JR: You probably gave him some more than that, because I hear they got, you got another job or something

AB: They got about maybe, a hundred thousand dollars worth.

JR: Alright, well that's a lot, a lot of dough

AB: Yeah, I'd say that much but, you know, in other words, uh

(Noises in background)

AB: I just passed ^{the} invoices in for uh about \$40,000, you know, and then on the books beside that, they have about another 60, 85 I'd say.

NY 166-3738
41.

JR: Now if I do a good job on this El Paso, is it

AB: You know, you could, you got a good thing going here for, you got the budgets in for 1975, 1976 and any advancement in the next two years, alright, the subcontractor (inaudible) subcontractor, is somewhere between 200 and 250 thousand a year.

JR: Wow

AB: That's without any new business coming into the house.

JR: But do you think all that will have to be done in the same basis, ARTIE

AB: No

JR: No

AB: No

JR: You don't think you'll have to keep doing this to these guys, they won't ask you for something on every job.

AB: I don't think so

JR: Just, that this is the first job is all there asking for?

AB: I think so

NY 166-3738
42.

JR:

Well, that's not so terrible

(Noises in background)

AB:

Well,

(Noises in background)

AB:

Well, you know I might be wrong,
but I don't think so.

JR:

You're definitely not wrong in this
case, they want the thousand
dollars, right, otherwise no
contract

AB:

That's it

JR:

That's it, huh, well, nothing
nothing I can do.

AB:

You know, I don't even know what
their reaction would be probably
when I called, you know that

JR:

You mean, they might say, he, I
can't have it anyhow because I didn't
come through yet.

AB:

Right.

JR:

Well, just tell them, you know,
I'm trying to be careful, you know,
I'm under indictment, you know, I've
never done this before in my whole
life, ARTIE, you know, You've been
uh, you know me all, the life, you
know, it never has come up before,
in all the years we did business in

NY 166-3738
43.

Armour and all business, whatever
you did was stand at like home,
you know, I'm sure we'd never,
never ever, would we ever get
involved in anything like this,
right

AB: Never

JR: Never

AB: Never

JR: So you know, it caught me, all of a
sudden you know, a guy

AB: Not one bit

JR: Not one bit and it's, it's all
foreign to me, you know, the whole
thing is so foreign, to me, that I
have to, you know, figured, I'm
trying to figure out a way

AB: You know, the only thing is, you
know what it did for me JOE, is uh,
on this Westinghouse deal, I mean,
at one point of time what STAN did
was give me one of his credit cards,
you know, in his name, not mine

JR: Right.

AB: Alright, in case I got stuck on the
road or something

JR: Right

AB: And I had to use it, I couldn't

JR: Yeah, well uh, alright, that's uh

NY 166-3738
44.

AB: That's, that's, that's all

JR: I know, because, you know

AB: And I'll tell you right now, it helped me, one night I got stuck on the Jersey Turnpike, and without that, STAN's master charge card, I would have been in serious trouble, you know, because I needed a new battery for my car and maybe at the time, I only had about fifty dollars in my pocket

JR: Right

AB: I was driving alone, I had a, a bank money order for a hundred dollars, another one for a hundred dollars, and I had the made out to my wife, because I wouldn't carry them unless they were made out to somebody, you know

JR: Yeah

AB: The guy wouldn't even cash it for me you know

JR: Yeah, well, you know, that's not the same thing we're talking about now.

AB: No, you see, and then all of a sudden I remembered that in the, in the car in my briefcase, I had uh, you know, the pocket secretary and I had that master charge card in there, and I asked him, do you accept master charge and he said yes, and then I showed him the card

JR: So you really only use it.

NY 166-3738
45.

AB: (Inaudible) it's not in your name,
we'll take it, you know, you see

JR: So you only use it for an emergency
that's all

AB: That's all I did, yeah, I used it
for emergency cases, you know, like
uh, I think another time I uh I had
a blow out or something and I needed
a tire on the road, you know, and I
mean I got, that was all really, and
then when STAN started to get
involved, he decided that he would
take it back.

JR: Right

AB: You know, so I gave it back to him.

JR: Right

AB: You know

JR: I know, boy once we found out that
it was wrong doing that, we stopped
all that stuff.

AB: Yeah.

JR: You know, we really tried to go,
once we found out what the, you know, we
tried to stop everything that could be,
considered to be illegal, uh we
immediately stopped it.

NY 166-3738

46.

AB: Yeah, I don't know who double crossed some of you guys, but somebody did

JR: Oh, I know who it was.

AB: Yeah.

JR: Finally got the guy who did it.

AB: He was making money for the

JR: That's right, from Grusman, he worked in cahoots with Grusman

AB: Yeah, but how can he be (inaudible)

JR: Because Grusman gave him immunity

AB: They did

JR: Yeah

AB: They gave him immunity

JR: Yep, and now he's getting all the work, and uh, everything else, and uh, Grusman is helping him along, I guess they're afraid he'll spill the beans on what he really, on the whole deal that they made with him.

AB: Well, you don't know, what you think he's gonna, on anything yet.

JR: I'm sure he has, I mean, we hear all kinds of stories about, everything

NY 166-3738
47.

he had clear through Orlin, if you want to get anything done in Grumman, they tell you, clear us through Orlin, and he's a subcontractor.

AB: Boy, that don't sound right, you know

JR: Uh, that's uh (inaudible)

AB: (Inaudible)

JR: I don't know, everybody's wondering about them. Oh, well, that's something else

AB: But, you know (inaudible) that I have, it's the same type of thing that will go any (inaudible) same book, same type of book

JR: Well, I feel I could do a great job for you, and I really wanted to, because I think I could save you a lot of money too

AB: Yeah

JR: You know, I have a low overhead now, and I can, you know, I'll put all my skill into these books, and I will come out with, and I'll work closely with you

AB: Yeah (Inaudible)

NY 166-3738

AB:

The only thing you gotta do to work with us, JOE, is don't worry about it, you know, in other words, see the way we're going, you gotta know something about computers to do these books right, if a guy don't know something about computers, forget it, he can't do the books, you know

JR:

I know, I've been studying computers too for that reason.

AB:

You know, because uh I mean, that there's just so much animation involved, automation, so much automation involved, that you can't, a guy can't do it, I tried to tell that to the chief engineer one day, you know, we were talking about uh, the books, and you know, here's a guy whose, let's say the chief engineer of the gas turbine systems division, and I told him, that in the Volume I, Book I today, the gas turbine system input they had bookers less than 25 percent.

JR:

Right.

AB:

He, he didn't believe me, you know, he said, but it's our book, you know, I said, yeah, I know it's our book but, we're in such a big interface, with the computer division and with uh the supporting systems and equipment of the steam turbine uh the heat recovery steam generators, the computer, the (inaudible) computer, and they're sick with two gas turbines and it's all of this

JR:

Marvelous

AB:

(Inaudible)

JR:

(Inaudible)

NY 166-3738
49.

AB: You know, power plant equipment, they got generator exciters involved, you got, you know, you got all this uh (inaudible) switch gear, you got the whole electrical power system all involved, you know, you see, they don't realize, I mean, that, you know, it's not, you don't need just a writer who knows uh something about how to take apart a gas turbine engine, forget it, but if he doesn't know something about electronics, he can't write the book, he won't know what the hell he's doing. You know, you see, that guy, you know, people don't believe this, you know they, you know

JR: Well, all this changed completely.

AB: It's changed, you know, and then they went for a big module design concept, uh, they're (inaudible) everything like on uh skids, so they can deliver the skids, you know, and here I'm me, I go to all kinds of meetings and some guys say, well, the skids are all the same between uh let's say (Inaudible) Mexico and El Paso, they're all the same, you know

JR: The old story, right

AB: Yeah, and you know, so I said to him well, let me ask you this, in uh, in the El Paso job, uh, how about ~~the uh precious (inaudible)~~ ^{gas} they're being ordered by the computer division right now, not by the gas turbine systems division on that job, I said, you know, they're supplying them to us, we supply them on the other jobs, you know, I say we bought the motor control centers in Mexico

NY 166-3738
50.

job from uh ALLEN BRADLEY, I said we're buying these in El Paso from the Chicago Division, I said, you know, so, is it the same piece of equipment, you know, oh, hell, he couldn't, you know, I had no (inaudible) he had to admit that it may not be the same piece of equipment, plus being made by two different manufacturers, how could it be the same

JR:

Of course

AB:

You know, you see, so I think, I think this is the kind of thing they're getting with, uh, you know, what what people, people think that it's all the same and it hasn't changed and yet when you start getting into the final details, find out that life isn't the way they think, (inaudible) it's a new world. You know, every job is shown more and more percentage of change to it, whereas maybe they think it's ten percent, it's forty or fifty percent by the time you get into it, you know, you see. but we went through that, we we had that with, with uh (inaudible)

JR:

Sure, I mean, listen, I go through this all the time, that's why I keep

AB:

Yeah

NY 166-3738

51.

JR:

Screaming, I got to get in there and learn more because everybody thinks it's, there's nothing and then you go in there and find, the material is all wrong and you have to begin, and if you want to do a decent job, you want, you got to dig in and get the right information.

AB:

Yeah, I mean, I got knocked in, uh, I went to a meeting and I guess uh, the Mexico jobs, USEP (inaudible)

(Noises in background)

AB:

There's a simple book, a catering book, you know, why we used to have the Navy Interconnection cabling in uh the diagrams following the old guidance system. Alright, this thing was all of the cabling at a generating station, up to the units where the connector hooks on, the new connection cable connector hooks on, to get into the cabinets, right, and this was the whole layout of all the, the sunken tables, the trays, the whole works, and the whole generating plant.

JR:

Right.

AB:

Alright, so I worked with an engineer on this job, in the Morton job, we got a request from the customer, Jesus, I don't know what the hell you guys are doing, he said, but I got to know all

NY 166-3738
52.

this cabling is, and you don't, you haven't got anything in your books on it, you know

JR:

Right.

AB:

So, now what they did to quiet down that customer was they use up uh, one of these big long books that takes two of the tables here and put in all their god damn drawings, cables, sketches (inaudible) whatever they could find, and throw it in there, you know, so then I went in and I uh I had done some work on cabling uh back at Reever, uh, I guess the mark thirty-seven gun director, the cable runs (inaudible) and we had a separate cabling data book.

JR:

Right.

AB:

Which also, you know, the inter-connection cabling drawings, plus maybe sheets for each table that identified the front two lists and everything else, so, I wrote up an outline and when I thought how to go into this book, I went down and seen uh the cabling, the electrical engineers and they agreed, this, this might be a good idea, you know, so, it wasn't, let's say a necessity, for, like the III (inaudible) any of this stuff, there is no drawing work to be done, it's

JR:

Why one list?

AB:

It was assembling the stuff.

JR:

I see

NY 166-3738
53.

AB: You know, going through the drawings, and putting it in order, so that we had everything in proper order.

JR: Right.

AB: You see, and then, of course, in each plant, you have what you call a balance of (inaudible) cable, alright, a balance of (inaudible) cabling might be the many power sources for the generating equipment.. In other words, how is 220 being distributed, how is 28 volts DC being distributed

JR: Right

AB: In other words, it's the power distribution (Inaudible)

JR: Diagram, right

AB: You see, uh, it's going through these cables, and it feeds into the various drawings. So that requires separate drawings. right, so, we did this bogus cable, and the book came out. I'd say like maybe, let's say like 10:00 o'clock this morning, alright, and uh the, I gave one copy, I put one copy in my files, only got two copies, and I gave the other copy to, you know, the engineering people, they're in Babylon this (inaudible) engineer by the name of (inaudible) I gave first the cabling book, alright, by 10:30 in the morning, at 4:30 in the afternoon, I had already had seven calls, and the people wanted to know how could they get a copy of the book.

NY 166-3738

54.

JR:

Oh boy

AB:

Alright, now the reason for it was, we have other jobs, like, I mean, we have eight other pace jobs that are floating around, and if these guys felt that and was take that book, give it like to (inaudible) in Hempstead, and say, look, on El Paso, make all the cabling drawings that you see in this book, that's what we need, you see, just follow the book, and give us a complete set of drawings of everything that's in here, except make, it apply

UH:

(Inaudible)

AB:

Uh, no this will be fine

JR:

This is fine, yeah

AB:

But make it apply to your book, you see, and uh I had to call the printer up and get him to send me eight copies.

JR:

Uhm

AB:

He had to make up eight more copies.

JR:

So, they all liked the book, hah

AB:

Ah, yeah, NICK said, well we never had anything like this before, you know, we're gonna do this for every job, you know, and all of a sudden I got a memo, from uh, like maybe the systems chief engineer, Ace, he wrote a memo to chief engineer, telling him that technical publications (inaudible) do a book on this, the heavy pace project.

NY 166-3738
55.

JR: Is that right

AB: You know, you see

JR: Yeah, it shows you, a good publication man can help a lot in those places

AB: Well, the point is, I think the guy realized now he had something to build on, you know

JR: Yeah

AB: I mean, if each one of these jobs gets going, I think think it's gonna work out better and better. You know, it's gonna work out okay.

JR: Yeah, I think so. Uh, might (inaudible) remember, do you remember that time, I don't know if you remember, way before, when we worked at Armour

AB: Right

JR: Together, and I wrote the computer book and I wrote the principals of computer, I don't know if you remember, but that's the computer book I did, and they were, Armour kept getting orders for them, nobody could figure out what the hell they wanted so many computer books for, when uh, there was only one computer out, or two computers, whatever it was, and they found out, you see, I wrote, as an introduction to that computer book I wrote a little section called basics, basic of computer,

you know, operation and I defined all the terms and, and everybody found it so useful they were all reading the whole book

AB: Just to get

JR: Just to get that little section

AB: Right, right

JR: So, I know what you mean

AB: What happened to Armour, they really went down the drain

JR: Oh, nobody hears from them, never, never

AB: You never get any business out of them?

JR: No, I never got any business out of them, maybe now and then I, we would go there for a bid and I thought maybe we'd get some, they were doing a lot of work for Grumman

AB: Yeah, they were giving mostly a (inaudible) work for (inaudible) weren't they?

JR: I don't know, I have no idea, you know

AB: Yeah, that's right

JR: I'll tell you, I learned about a lot of stuff, is, I don't. I'm so uh away from the field, not knowing what's going on, it really is pathetic

NY 166-3738
57.

AB: Yeah, I see, I see RUSSO formed his own company.

JR: Yeah

AB: How is he doing?

JR: Well, he's got a, I think he's working for uh Reflectone as a uh

AB: What is he, a consultant?

JR: Independent consultant, they go, he work, goes there every day, I don't know, I don't know all the details, he goes there every day, probably does, he's doing a job for them, like, like a body, he sort of put himself out as a body.

AB: I

JR: Now he expects to do a lot of, you know, validation for them, and everything else. Well, they, they're probably offered him the one man job and he goes out there and works there every day as far as I know.

AB: Yeah

JR: Why don't you listen.

AB: Well, do you think that WIGLER is that good of a man, to yourself.

JR: WIGLER?

AB: Yeah, he looks pretty weak to me.

NY 100-3738
58.

JR: No, he's not a good man.

AB: Huh.

JR: He's not a good man.

AB: You know.

JR: He doesn't have the training to be a good man. Well, listen, I'm not, no matter, at USEP now, there's nothing I can do. That's, that's their business, not mine.

AB: Yeah, but they're gonna have to hire somebody JOE, they're gonna go down to (inaudible) you know.

JR: You know, they put an ad in for a president.

AB: Oh, they did?

JR: Yeah, did you know that? In the Wall Street Journal.

AB: No (inaudible).

JR: Nothing came out, as far as I know, nothing came of it.

AB: How many times (inaudible) and finally decided to.

JR: Well, also, how many, how many people know this business, well enough to really want to.

AB: Be the.

JR: You name, you name a few, that you would know, supposing you wanted to start a business, you know everybody in this business, right?

NY 166-3738
59.

AB: Yeah

JR: How many people do you know, could do it for you?

AB: That could really start up something, and make it pay.

JR: Like make USEP pay, how many people do you know?

AB: Well, right now I'd say, available, a very few, maybe three.

JR: Three, which three would you say? I'm just curious, really, I don't know. I don't know

AB: I think, I think WEINER could make it pay

JR: HAROLD WEINER

AB: Yeah

JR: He, I don't think he's interested, maybe he could, but I think, I don't think he's interested

AB: No, I mean he's capable of it.

JR: Capable, yeah

AB: Alright, I think he's capable of (inaudible)

JR: I'll tell you something, I'll tell you something about HAROLD WEINER, now he was one time a good guy, I know it, but when he, but something, whatever happened when that, his partner died, or something happened to him

NY 166-3738
60.

AB:

Yeah

JR:

He went to pot, for awhile, for a long time he went to pot, at RODNEY, the reason I know it, is this, one time, RODNEY did a job for Grumman, when last, I mean, now we were involved, we did the ground support and he did the air borne; I'll never forget that, because that's one thing that really annoyed me about, about him, and I was really surprised, but they did such a terrible job, I'm talking about RODNEY, I don't think, I think I think at that time HAROLD WEINER said, the hell with everything, I'm gonna, you know, cause I used to go to the stock market every day or something and let's let these other guys run the company, but that was such a poor job that they had to pull their job back and they created a big problem and as a matter of fact, for a long time the, you see, what happened, the first time that Grumman tried the, to take away a job from a prime contractor and give it to a subcontractor, in order to save money, now they dealt with us on a ground support and we made out great, we, they saved every, they saved all kinds of money with us, but then they use RODNEY on the, on the, on the air borne, and RODNEY screwed the whole show, so the point is, they finally reported and they was so unhappy with those books

AB:

Yeah

NY 166-3733
61.

JR: They were forced to go back, to Norden and give the books to Norden, at an exorbitant price.

AB: Uh huh

JR: And I always held it against WEINER for that, because we started, if it wasn't for that, we could have, if he did a good job the way we did our end of it

AB: Uhm

JR: We could have gotten a great deal more work and we

AB: Right

JR: Could have saved the government a great deal of money, because, but that was an example. Glavin used, for a long time, they never went back to subcontractors, they always went back to prime, at prime rates, because of the way he screwed up that job.

AB: Well, gee, that doesn't sound like him, you know

JR: Yeah, but as I said, that was, he changed after, he, he reached a certain point and he just changed completely.

AB: Oh well

JR: I mean, maybe he, well, you know, got back, I saw, I met him, he's working (inaudible) now, you know

AB: Yeah

NY 166-3738
62.

JR:

And uh, he's a, I mean, I like the guy, I always liked the guy very much

AB:

Yeah

JR:

But you know what happened, something happened to his wife, either his daughter, something happened that knocked, knocked him for a loop, I don't know, do you know anything about his personal life. Do you know he had trouble with his daughter or something.

AB:

No, but he did at one time.

JR:

At one time, it was, during that period of time, nothing, I think it was that time, nothing was important to him, I think, you know what I mean, he let his personal life, you know, affect him very seriously

AB:

(Inaudible)

JR:

Because I knew there was something going on, he was just not the same person

AB:

His brother, you don't know him

TFK:atr
NY 166-3738
1.

The following is a transcript of a conversation between JOSEPH RACKER (JR) and ARTHUR J. BRECHT (AB), on 12/28/74:

JR: Hi ARTIE

AB: (Inaudible)

JR: I figured I would sit down and relax and save the table, you know, oh good, how are you feeling?

AB: Oh not too bad, I was a little late starting this morning.

JR: Yeah, travelling back and forth from

AB: Inaudible

JR: Philadelphia, I am not surprised.

AB: Inaudible

JR: No, no (Inaudible) French toast again, yeah, maybe I will, French toast, sure, sure.

AB: I got in about ahh, 11 last night.

JR: Oh that's not too bad.

AB: Left about a quarter to nine. It takes me about two hours and 15 minutes.

JR: What do you do? You drive back in tomorrow night or Monday morning or what?

AB: JOE, I am going to be ahh, quite honestly, you know I really should not have come up

JR: (Laughs) I could imagine.

NY 166-3738

2.

AB:

I have a lot of things going down there that require attention, like the end of the month expense reports and a lot of paper work that's got to be done, you know, take a couple of days over the holidays and ahh

JR:

Falling way behind huh?

AB:

Yeah, you know. I am hoping maybe to go back early tomorrow and maybe do some work for about five or six hours.

JR:

I see

AB:

Catch up with paper work

JR:

I see

AB:

But ahh, the job down there is good in a way, but ahh, it's really demanding, you know, much more demanding I think than any other job I have ever had. What I am saying is if you stay you have got to be willing to devote yourself to a steady 50 to 60 hour week because that's what it takes.

JR:

Inaudible

AB:

If you don't want to work it, I think you would be a complete failure, you know, because you just could not keep up with it, you know, because I think you got to devote about maybe 15 to 20 hours a week to ahh, what I would consider (Inaudible) time cards and budgets

NY 166-3738
3.

JR: Right, and all the other

AB: Inaudible

JR: I know you have to

AB: You got to do it or else this department could not work, you see, or progress, you know, you figure it's really, it really should be a full time job and it isn't a full time job because there's not enough there

JR: Right

AB: But ahh, I, I like it so far, you know, Westinghouse has got some good plans JOE. I don't know them all but ahh, you know, (Inaudible).

JR: Westinghouse, oh you mean because of your employee benefits

AB: Yeah, you know. I got a washing machine for \$137.00.

JR: Gee, that's fantastic

AB: You know, when you think about it I mean, you know, it's top quality, you really (Inaudible). We'll work it a little different. You go buy it and then you submit everything to them and they give you a refund check, but that's what you get.

NY 166-3738

4.

JR:

Wow, that's very good

AB:

And another thing they have which I think is very good is ahh they have ahh Contributory Pension Plan, where for every dollar you put in, alright, at the end of five years let's say, you get five back for it. You put (Inaudible) and it draws four dollars more to

JR:

Wow

AB:

In ahh five years, so that means that there taking there (Inaudible) 30¢ of a dollar, you know

JR:

Right, right

AB:

But ahh, some of their plans are very good I admit that they're very good plans. you know

JR:

Yeah

AB:

But ahh, like anything else. the only thing. you know. I like. I like to be busy and I am busy. ahh you know, I miss having a lot of people available because you can't get things done without them. (Inaudible) that need your help (Inaudible) is falling apart. I don't know what to do about that

NY 166-3738

5.

JR:

Well maybe (Inaudible) too bad you know, we have to go for this other, we have to pay a \$1,000.00 to get the job. that's the only thing I don't like about the whole thing, I've got it, you know, you say I have to do it. I know that it's not you ARTIE (Inaudible).

AB:

JOE, I am telling you I think you are in a position. I came to you because you know you've got to real (Inaudible). I would like to help you somehow, you know, because I know how it is, what you are going through, you know, a lot of people came to work for me, but they don't really help you. I am sure you (Inaudible) to me. I mean, I see, I don't like it in a way but what can I tell you, you know, I think these guys are going to operate that way, you know, I mean, and ah I don't know what we are going to work out, we are going to have to work something out.

JR:

You know, I do have, you know, stuff with me. Now what I have is \$500.00.

AB:

Right

JR:

In cash and \$500.00 check like we discussed.

AB:

Yeah, okay

JR:

But there is no doubt that I will get the contract now, I don't like doing this to you.

AB:

Inaudible

NY 166-3738

6.

JR: Absolutely, okay, alright, okay
alright

AB: Inaudible

JR: That's, I wouldn't do it because
the stock isn't

AB: Inaudible

JR: Stock isn't worth, I know

AB: Inaudible

JR: I will. I will

AB: You know, they don't like to get
involved too much because we are.
we are going to have other problem
like you asked me a question the
other day and I said no

JR: Yeah

AB: I am not so sure

JR: You mean you think they want
money all along these people

AB: Yeah, you know, if I (Inaudible)

JR: Yes

AB: (Inaudible) You see what I thinks
happening, like I said to you
(Inaudible) I know what these guys
have been doing. at least I am, I
am suspicious of what they have
been doing.

JR: Yeah

AB: I think that they are drafting paper
that they have (Inaudible) a piece
you know, (Inaudible)

JR: Yeah

NY 166-3738

7.

AB:

Yeah, they wanted me to, to move out, get away from traffic set something up. They're not mentioning anything about money, but I know that's what they are after, you know

JR:

So, when will they expect the other \$1,500.00 on this thing?

AB:

Well, let's say, ahh, I didn't commit anything yet, you know, I mean I thought maybe, maybe what we could do is take the job, get it going and get the money out and give them back the (Inaudible).

JR:

I see, I see.

AB:

But we will see (Inaudible) I am not going to press

JR:

They are not going to press me for the other \$1,500.00 before they have given me the job are they?

AB:

No, no

JR:

That won't matter.

AB:

Inaudible

JR:

Okay, well alright, okay

AB:

(Inaudible) I mean I have the purchase order all I have got to do is get it signed (Inaudible) I am sure that ahh

JR:

(Inaudible) Are they written up?

AB:

I have written them.

JR:

I see

NY 166-3738

8.

AB: I may get you in on some other stuff. What is HARRIS doing, do you know?

JR: Well I understand that he is working for (Inaudible)

AB: Inaudible

JR: Yeah he is working for another company. I mean you know I find contractors.

AB: Where are they? On the island?

JR: Right out here on the island.

JR: I haven't talked to him in a long time so I don't know for sure, you know

AB: You know I was thinking (Inaudible) these people still like me because I am decent (Inaudible).

JR: What I think, under proper supervision, what I am trying to say is he has you meet somebody like myself, we worked (Inaudible) and I worked with him. I know the ones to stop and the ones (Inaudible), that is the real difference, BOB would go half cocked and yeah you are going overboard. here's the way to go, he could go that way but with me you direct the that's all. Just like (Inaudible) somebody had to direct him. Without the direction, he didn't know what the hell to do. They don't appreciate it, now that I am gone they appreciate it. I know I am having the same trouble, but before they did not realize that I was giving them the direction they needed to get the job done.

NY 166-3738
9.

AB:

One thing I am going to tell you
JOE

JR:

Okay

AB:

In all the years that I have
done business with (Inaudible),
and I think I have been good
business (Inaudible) I could not,
but whatever I could I did, you
know, this is the first year
that I never got a box of cigars
or a bottle of booze from (Inaudible).
Really not that I (Inaudible) what
the hell does this guy think that I
can just do away with everything.
you know, and expect to remain on
friendly terms with (Inaudible),
they are the only men that I am
doing business with that didn't
send me a box of cigars (Inaudible)
pen and pencil or

JR:

Some token of appreciation

AB:

You know

JR:

Just an advertising gimmick

AB:

Right, and here are these guys
I think, I think I gave them
at least, you know at least (Inaudible)
\$160,000.00 worth of paper.

JR:

You did give them that much huh?

AB:

In '74, you know, they wouldn't
even send a guy down to take you
lunch. Isn't that amazing?

JR:

Amazing yeah, but on the other hand

AB:

(Inaudible) Because I think they
would appreciate it

NY 166-3738
10.

JR:

Well they don't, there's a certain amount of public relations that everybody has to do and then on the other hand they play this game with you about (Inaudible) this thing when it suits their purpose they do it and when it doesn't suit their purpose they don't

AB:

JOE, I am not just thinking about that

JR:

Yeah right

AB:

I am thinking about, you know

JR:

Close relations, people getting close to you, find out how to get the job done right.

AB:

I am just saying that in all my experience in business, I think I had one (Inaudible) who maybe got \$150,000.00 worth of business who did not do one or two things. maybe a guy like (Inaudible) would call you up and take you to lunch (Inaudible), maybe on the way out he would buy you a drink or something. It was an expression of of good

JR:

Good will

AB:

Relationship and good will, act of holiday season. you know. you fellows would send something in the mail. it might be only an advertising gimmick. or send a box of cigars, that expresses it fine.

JR:

Right

NY 166-3738
11.

AB:

You know, but here that I am good, they did absolutely nothing, you know, one Christmas card (Inaudible).

JR:

I don't understand it, well, of course that part of, as long as they deliver a good product (Inaudible) it is all part of the same thing, they are not operating the way a normal business should

AB:

Well that's what I am saying, now how could they expect to survive really,

JR:

Good question

AB:

How could they really expect to survive. I am scared for a different reason because I think well, we know that (Inaudible) is something new, I don't know whether they renew it or not

JR:

I don't know either, well, the main thing is is can they deliver a product. That's the thing that counts more than anything else. I mean from what you told me, like they did last time, the money had difficulty (Inaudible) doing that work

AB:

Inaudible

JR:

(Inaudible) is a good man, I brought him into that company.

AB:

Yeah (Inaudible) he's alright, he's conscientious, he makes up for a lot of deficiencies in other areas. Maybe technically he's not all with it, perfect, but he tries, he gets in there and (Inaudible) and that I think is half the battle. I think he has done a pretty competent job.

NY 166-3738
12.

JR:

He can't do the whole job (Inaudible)

AB:

(Inaudible) 6 weeks

JR:

Well six weeks behind schedule

AB:

(Inaudible) at that time I (Inaudible) I took another (Inaudible) I said look, you give me a book exactly like this one, that's what I want and I don't want to hear no stories, I don't want to know from nothing, you know, and I said what we are going to do is we are going to pick up one of the leaflets in here and put a fly sheet in and then make a xerox of it and put it behind, you know, and I couldn't really believe this, this is the god's honest truth. I did not say anything, six books came in (Inaudible) had been revised from the time we sent the (Inaudible) to Saint JOE (Inaudible) Oklahoma. We bring in this document with the old (Inaudible) it had the right (Inaudible), the new leaflet numbers (Inaudible). He didn't make one copy of any of the supporting leaflets, which was maybe ummm what, two hours, I think it took me two hours to do it.

JR:

Ummm, it's not (Inaudible).

AB:

Alright, so I had to get off my fann you know because (Inaudible).

JR:

And you want it to be a good book.

NY 166-3738
13.

AB:

I want it to be a useful, worthwhile (Inaudible) and I don't want them coming back and saying (Inaudible) you don't know what you're going to use, you know, so that was six weeks, on ahh, what was it Thursday, Thursday I got the (Inaudible) book, which (Inaudible) he came by and (Inaudible) review card and I told him I said well (Inaudible) that was good in Oklahoma, which we had no way of doing anything with in (Inaudible) of the book. Nobody listens. The miscellaneous section from the one item (Inaudible) now I have to go back and tell them, I have work on that because ahh, I know people are going to be looking for stuff to be in there and I have to call them and tell them (Inaudible). Between the fellow I had working for me and myself, I eventually gave him that he (Inaudible) items that had to be covered, you know, (Inaudible) that they should have known

JR:

And they're wrong

AB:

I gave them

And they're wrong, it is all there, you know, (Inaudible) enough information to look at it and say yes they have covered this (Inaudible) we should cover it.

JR:

Umm

AB:

Inaudible

NY 166-3738

14.

JR: I know what you mean, right, I know what you mean, sure

AB: Inaudible

JR: Right

AB: It would not have to be a great thing

JR: Right

AB: But I tell you (Inaudible)

JR: I am sure that I, I will do a good job for you, you won't have that problem and ah

AB: I would like to concentrate on (Inaudible) with you JOE is get these jobs, get them in ahead of schedule

JR: Oh yes

AB: You know, no matter what we got to do. I don't care if we got to (Inaudible) down in Philadelphia.

JR: Well, you know, I would work night and day to get this job done

AB: Yeah, that's what I think will really do it

JR: Too bad this other thing is involve (Inaudible) the fact that

AB: (Inaudible) I am getting sick about that

NY 166-3738
15.

JR:

You can't explain to these
guys, that's the problem

AB:

You see what I thought of was
maybe there's some way of getting
someone on the payroll or doing
something like that.

JR:

I don't do anything, to do anything
illegal is, get yourself in trouble
I don't know

AB:

(Inaudible) I don't know

JR:

Goddam shame this business, I
never (Inaudible) what are we
going to be dealing with, here's
one guy I have had to play around
with before, I don't, I, in fact,
whenever I hear of some outfit that
possibly might (Inaudible), I don't
have anything to do with, and one
guy says well here I don't have to

AB:

(Inaudible)

JR:

I am saying

AB:

I think I haven't really bothered
anybody

JR:

This is the first time I have
ever done anything like this

AB:

Yeah

JR:

I have to pay \$1,000 to get a job
(Inaudible). It upsets me frankly.
I know it probably upsets you too

AB:

Yeah

NY 166-3738
16.

AB: (Inaudible) JOE, maybe
(Inaudible)

JR: Oh it's not (Inaudible) it's just

AB: Don't worry about it then. What
I will do is ahh we'll get the
money back to you some other
way.

JR: No I don't want, I don't want
any, I want to do my job
(Laughs) that's all I ask for
is a chance to do the job.

AB: And ahh yeah if I if I had some
other way, I don't know. It's
pretty hard today to really
(Inaudible)

JR: It's yeah

AB: Really

JR: Well, all the years I have been in
business.

AB: The only thing you can do, I think
the only thing is, I think, I think
if you did some kind of freelance
work (Inaudible).

JR: If you could get (Inaudible)

AB: I don't think, I don't think anyone
could question that

JR: If you can get, you will have to
get approval from your people
to do it though. That's, if they
approve it, sure it's good, it's
alright, but you can't do it without
their approval

NY 166-3738

17.

AB:

(Inaudible) I wouldn't even try it
I think it would be crazy, you
know, on my part, it would be a bad
move, you know

JR:

I know, I mean you know, if you
don't have these people over you,
you wouldn't have to do it in the
first place

AB:

These people know one thing, I
have been (Inaudible) honest with
them, with them as an individual.

JR:

Right

AB:

There's nothing I have told them
that hasn't come true

JR:

True

AB:

Any of the programing, how to
figure out things, oh I mean even
the Morton job, where I trained
you people, and a few others, the
people down there, you know, I
appreciated maybe (Inaudible) they
not going to be happy with what co
out because they're always going
to be looking for something better
wh ch they're not getting, you know
which I think is very true, but I
laid the cards on the table about
that too and I told them, I told
them, I said, "Look (Inaudible) be
I don't want you coming back to
me and telling that it's no goddam
good because it ain't going to be
any good, you got to know that now
you see, not that later you come
to me and tell me, you know, you
didn't cover

NY 166-3738
18.

AB:

This you didn't cover, this, we don't have time to study all these things, you want this thing in six weeks, you know, (Laughs) how can you have time to analyze everything that has to be done. You don't have time. This is a thousand page book, at three hours a page, that's 3,000 hours of writing time and research that should go into this job, so we are not putting that kind of time in. We are putting in 300 hours, times 40, we are putting in 1,200 hours, so you're putting in not even half the time that's required, you see, you want (Inaudible) customers, but then we are going to have to come back and redo it. (Inaudible) noted that by the time you get done, this book is going to cost you maybe 60, \$70,000 as I see it, you know." Well maybe it didn't cost that much, maybe about 50, 55, by the time you got done, you know. So right away I knew it, I was telling him, you know, you got the book for the customers, customer at least has something to tell you, he was bitching to high heaven, you don't cover this title, you don't cover this, well we couldn't cover it because we did not have any information.

JR:

Right

AB:

You see, then we went about it and re-worked it and re-worked it and kind of maybe put (Inaudible) and (Inaudible) together at the same time, so eventually it worked out then. I just saw the Mexico

NY 166-3738
19.

project manager last night. I met him in the elevator. I left there about 7:30, a quarter to eight you know, and I went over to the Holiday Inn to get something to eat and called the office right back, you see, so the next - TONY called me and he said, "Boy ARTIE you are doing great with Mexico regardless of what anybody may think, here it is you are getting these books in here, I don't know how you are doing it but they're coming", you know, in other words they were a year behind in Oklahoma, even more, 14, 15 months, they should have had the book 14

JR:

What about this El Paso job, when will that be (Inaudible)

AB:

We will have to roughly in 90 to 120 days

JR:

We will have to work fast. Right?

AB:

Yeah

JR:

Is that El Paso, is that the city of El Paso that buys it?

AB:

Newman, Texas

JR:

Newman, Texas will they buy? Who is the company that buys the equipment?

AB:

Ahh El Paso Electric ahh

JR:

Private company probably huh?

NY 166-3738
20.

AB: Yeah, I think it's El Paso Electric Corporation

JR: I see

AB: I don't know if I gave you that letter, I maybe didn't huh? I didn't give you

JR: I know it's about the Newman, Texas, that's the name of the project

AB: Now what I am going to do JOE is, ahh, what is your schedule for ahh, New Years Day? What are you doing New Years?

JR: I was going to leave for the West Coast New Years night

AB: New Years night your leaving?

JR: Because I said you were, I figured you would get the, I want to go get some things done.

AB: What I wanted to do was maybe get some material together, I am trying to figure out the best way to do it, maybe I will handle it for you

JR: Sure you could do that

AB: I know

JR: Of course you got to get the PO to

AB: What I am thinking is immediately give you some stuff you could start looking at

JR: Okay

AB: You know, are you going to be on the Coast all next week then?

NY 166-3738
21.

JR:

No, just going there Wednesday.
Just for that weekend. I am
using the weekend, trying to make
it a fast trip.

AB:

Okay

JR:

Just to ahh, let's see, I got
everything in, I have (Inaudible)
I got that catalog to do and
I am trying to get some, it's
moving pretty good, but I have
to go (Inaudible) it's expected,
none of the work is being done
out there.

AB:

Now if somebody calls this number
that you gave me

JR:

Yeah

AB:

Will there be someone there?

JR:

An answering service

AB:

I see

JR:

Inaudible

AB:

I don't want them to call unless
you're there

JR:

Okay

AB:

You know

JR:

Well you can give me ahh

AB:

I figure Monday, well to be ahh, 1,
2, 3, what's that the 5th

JR:

Yeah

AB:

You will be back the 5th? (Inaudible)

JR:

Well I am not sure that I will be
back, I mean, but if you want me to
I will make sure that I will get to

NY 166-3738
22.

AB:

Well no, why don't you do this, give me a call at ahh, call me at the office. Now the best time to call me is at night between, I would say, between 5 and 6.

JR:

Okay

AB:

At the office, and maybe give me an idea of when you are going to be back for sure.

JR:

Yeah right

AB:

You know, it's very important I don't want, I don't want (Inaudible) unless I know you will be there.

JR:

Okay alright

AB:

I don't want them calling up and getting ahh

JR:

An answering service, okay alright

AB:

We will work it that way, I will have an idea of when you are going to be there. I have a lot of other plans too, you know, you are used to action and other things as well, not just a pass up, maybe ahh

JR:

I want to prove I can do the job first (Inaudible).

AB:

You can do it

NY 166-3738

23.

JR:

I don't want you to give me anything that I don't deserve (Inaudible).

AB:

Now look I know, I know you have been in this business all these years. The kind of work you are doing here is not different than anything that you have ever done before.

JR:

Oh I know that, I can do the work (Inaudible).

AB:

Maybe a little different but ahh as a matter of fact if I can (Inaudible), be at the house, this is a book that describes the fundamentals of the (Inaudible) so you can look at it and get a little familiar with it. And you know there are other plans on this job. I think (Inaudible).

JR:

Oh yes

AB:

(Inaudible) they're moving in to other areas, you see they're moving into, I would like to get you in on that, it's the 220 system which ahh, the 220 system is like a (Inaudible), which is (Inaudible) maybe a (Inaudible).

JR:

Right

AB:

And that's going to be the coming system in other words (Inaudible)

JR:

Right

AB:

They are working on two big contracts ahh maybe in '76, '77. I could get the name of the utility company, a big debate (Inaudible) down to 450, with two different concepts.

JR:

Inaudible

NY 166-3738
24.

JR:

You must be terribly busy

AB:

We we are, we got to be busy, all right. We are busy now in that last phase of election installation checkout, know, we are not busy enough (Inaudible) in the design line, you know, but but they had some layoffs in the design line.

JR:

Oh, is that right

AB:

Yeah, in fact there has been, what happened was we had a couple of big jobs planned and ahh, what was going on in the power industry is two of the utilities are getting together on a Share Support Program, put up a plant and then Niagara Power Electric could get 30% of the power output and maybe Syracuse Power and Light might get another 30%, you see, and they were pooling their monies together to try to do this, you know, and I guess there was some, there was some legal action by the government and the Federal Power Commission in, you see, and kind of knocked this ahh.

JR:

Share thing

AB:

(Inaudible) arrangement out the window, you know, that evidently it had to do with the (Inaudible) and ahh capital investment. It must have been, it must have been a straight money proposition, you know, for the government to move in and kill the whole goddam thing, no matter (Inaudible), you know, because we had six cancellations.

NY 166-3738
25.

JR:

Oh.

AB:

Because of that one thing. The company (Inaudible). In one case ahh I think seven (Inaudible) on the West coast started cancelling out, they're taking (Inaudible) because the cost would have been the same for cancellation as getting the job delivered, you know, you see, in other words they can't get it out

JR:

The Federal Government is involved in this, in this, program thing here somehow

AB:

Well, not, not, not, not in the funding JOE.

JR:

Not in the funding no

AB:

No

JR:

Just in the regulation

AB:

Just in the regulation

JR:

I see

AB:

You see because if you want to put up (Inaudible) you got to go through all this (Inaudible) with a protection agency, a certificate of approval, this is what it involves, you just can't, you just can't move into (Inaudible) alright you got to have the local community approve the plan and the local county environmental protection agency gets involved, the county, the city, the city is involved and the Federal government. Right?

JR:

Right, right ,

NY 166-3738

26.

AB:

Because if you are using let's say one of the waterways to supply you with some water supply, you use water for your system and your plant, you gotta, this all has to be approved because you gotta figure out what waste material you are going to dump it into, the waterways what over a period of 20 years it will do to the waterway, all kinds of (Inaudible).

JR:

Oh yeah I know because I know, I got my EPA because you see (Inaudible) I am getting into that field, I figured that's a good field for the future.

AB:

Right

JR:

Because all the sewerage plants ahh they need manuals too

AB:

Right

JR:

And the Federal government specifies (Inaudible) and I feel that unnatural for me, and I am trying to get away from government work and get into commercial and that's a big field I hope for the future.

AB:

Yeah, well you know, when I was up in Boston ahh I am trying to remember their name ahh specializes ahh

JR:

(Inaudible) manual, there is only one other outfit that does manual work in this business, I mean in EPA, the business that I am interested in (Inaudible) sewerage treatment plants.

NY 166=3738
27.

AB:

You got, you got to join one of those societies

JR:

I joined, I joined the society, I am taking, I am taking a big course, I am becoming a graduate a plant operator graduate, I am taking a course in it, the Federal Government recommended the course, it's very big, big, big, big, and that's what I am studying, frankly I am taking the course and I should have ahh sort of ahh

AB:

I should remember the name of this outfit in Boston because I really (Inaudible) it's Magee something

JR:

Probably consulting engineering school

AB:

No, what is it (Inaudible) Instruction Magee

JR:

Oh sure, I have been, I write them letters all the time

AB:

Inaudible

JR:

They are a big consulting engineering firm, I mean every one of these, that's who I would work for

AB:

^{I got interested}
(Inaudible) Instruction Magee, ahh when I was laid off (Inaudible) I answered an ad in the New York Times ahh I felt very proud that ahh that they called me up there in Boston for a series of interviews, you know, and ahh I dealt with a man by the name of (Inaudible). He was the first man who instructed me

NY 166-3738

28.

JR:

That's a big consulting engineering school

AB:

I spoke to a lot of the vice presidents ahh (Inaudible) and ahh a very nice young red headed guy, a brilliant guy, you could tell what his potentials were, had a Masters from Harvard, a Masters from MIT, he was the head consulting engineer.

JR:

Right

AB:

Ahh this job up there was to be the director of publications and the director of public relations and ahh I was in it until, you know the big thing against me was that I didn't have that kind of experience

there swinging all the way

JR:

Right

AB:

You know, in publications, but, you know, they put me through the ropes and ahh they gave me different books and showed me what kind of manuals directly and the guy that got the job also was in charge of entertaining all the customers (Inaudible). I worked up there for two years

JR:

Right

AB:

And ahh I knew him pretty well, and ahh, I guess the main thing in the end that really I think cracked me out of it was that I don't have the engineering ability. I think if I had had the engineering ability ~~I would have done it.~~ they would have given it to me

JR:

Right

AB:

You see

JR:

It's a very interesting field (Inaudible).

NY 166-3738
29.

AB:

It's a terrific job JOE believe me we didn't have a big staff, we only had maybe 8 or 10 people at most, you know, maybe something like I have where I am, we did more, where I am. We are intimately involved in all the functions of the company. We (Inaudible).

JR:

We got a report

AB:

We got a report. You see (Inaudible) inspect writing. It was a very interesting job. They had two (Inaudible) technical library which up there was the big thing, you know

JR:

Yeah that's tremendous

AB:

because

I, I felt bad in a way but I just didn't fit in that work. I was not forced. I liked it. This was really the first, I guess it was one of the first ads that I answered, you know of course I had a right to feel proud about it. The guy really told me that out of 400 letters they picked out five and mine was one of them, you see. So he said, you know he told me this when he called me in for the interview. my first preliminary interview with (Inaudible) then he set it up for to fly up one day and talk to all the other executive people. We had charge of like the house organ (Inaudible) which they put out

JR:

Good company

NY 166-3738
30.

AB:

They had a (Inaudible), you know it looked to me like a good future. The only thing was there was no restriction on age, you didn't have to retire at 62 or 65, you could work until you drop

JR:

Laughs

B:

You know, and the guy who had the job was really 72 years old

JR:

Wow

AB:

And he was getting ready to retire. He had been doing the job for nearly 15 years, you know. So there was a certain amount ahh of stability to the job.

JR:

Oh yeah that's a good deal

AB:

Sure I am sure (Inaudible) I just felt, I just felt, and I liked it because you were getting into what I ~~(Inaudible)~~ the coming field, you know, which, which, you know, you're (Inaudible) to me, you are doing the same thing because it is a coming (Inaudible) field.

considered

JR:

Right, exactly

AB:

You see and ahh plus there's a lot of work down in the Government there JOE, and ahh, I don't know if you looked into it but you should.

JR:

Well I have been pretty busy but I, that's what I am hoping to do. I have been trying to get into it more and more. It takes a lot of business in this field. I have got some possibilities and a couple of outfits that I want to get to first

NY 166-3738

31.

AB: San Diego is ahh, you know, they had the first (Inaudible) good water treatment plant

JR: Fantastic right

AB: Which they (Inaudible) Panama Bay (Inaudible).

JR: Right

AB: (Inaudible) but the other place to really hit on that is ahh, Berkley, the University of California

JR: That's where I take my, Sacramento that's where I take my ahh course, right, University of California is, ahh

AB: Now the thing I am saying to you is be on the lookout because they have a symposium every two years

JR: They have also a convention and I exhibited the last convention (Inaudible) my EPA publication.

AB: I see

JR: I got lot's of (Inaudible) response

AB: I bet you did, you know

JR: But now you know I have to follow it up, you know

AB: You see the big problem I think with those companies is unless they are going to get a government contract, they are not going to have enough money to afford

NY 166-3738
32.

JR:

The Federal Government now specifies all that stuff and they have definite (Inaudible) on that stuff ^{specs}

AB:

I don't know (Inaudible)

JR:

They do have (Inaudible) ^{specs} now

AB:

I know, I know that I, I, ahh

JR:

Because (Inaudible) happened last year

AB:

Before I went for the interview with you know. (Inaudible) I did go to Washington and looked up a lot of stuff to make sure that I was prepared and I knew everything about it, you know, you know. (Chuckles.) I was, I was ready for the interview you know. I feel I did very well on it but maybe like anything else it could have been that there was some (Inaudible) influence, another person, you know.

JR:

Yeah

AB:

I mean, I never, I never, I heard from him since I have been at Westinghouse. (Inaudible) went looking for the (Inaudible) that particular job, but they were interested in the (Inaudible) in joining their marketing area and it's ahh, I can't remember the guy's name, it's something like ahh (Inaudible). I guess, red headed Italian (Inaudible) you know, and he was the guy that was (Inaudible) interested in getting into this marketing program, you know, but ahh I couldn't see myself in the job but I am doing pretty good at Westinghouse. I mean, what the hell are you going to go up there and not know what the hell you are getting into, you know

NY 166-3738
33.

JR:

Yeah

AB:

You see

JR:

Sure

AB:

(Inaudible) I was very impressed with and ahh I don't remember the names of all those associations for environmental engineers and those are the one that I think, if you want to get busy, you have to get in with them, you know.

JR:

Consulting engineer, that's what I have been trying to contact, right

AB:

That would do it. It's a coming field like that for ahh (Inaudible) for ahh I guess, I guess, the outdoor people gets into ahh what could be done with (Inaudible) engineers at the end of the (Inaudible). It's a combination of probably what the army knows with that ahh you see, and I guess one of the things they felt that could do, was applying these gas elements to maybe something like a (Inaudible) plant.

JR:

I have not gotten involved in anything like that. I could see that seems possible.

AB:

Yeah, that was of course, I guess the other thing they had was ahh supposedly ahh set up a whole series of ahh plants and pipelines that would help (Inaudible) Arab Desert in Africa to make it productive, a food growing place instead of being an Arab, a barren place, you know, that's a great plan. (Inaudible) a plan has been submitted to the Commerce Department by two scientists in California. I don't remember their names, they were the guys who proposed it and they proposed that the ahh (Inaudible)

NY 166-3738

34.

JR:

That would have been a great thing

AB:

At so many intervals and miles (Inaudible) pipes. They had the whole thing planned, you know, that they could irrigate something like 50% of any desert land and make it productive (Inaudible). I listened to a lot of other stuff, in other words, if you are looking around you have to look and see maybe you ought to get into some other field, you know

JR:

I know how you feel

AB:

Because I found that I found that

JR:

That's how I got involved

AB:

(Inaudible) I think I wasted a lot of time and I should not have, but found it interesting, don't think I didn't, you know, I really did. I mean at that time I was really thinking of, well I guess right before I ~~started~~ Westinghouse I had pretty nearly decided that I was going to spend my (Inaudible) over in Jersey (Inaudible).

looked up with

JR:

I don't know who they are

AB:

(Inaudible) you remember (Inaudible)

JR:

Well vaguely yeah (Inaudible)

AB:

(Inaudible)

JR:

No, no I rarely knew anybody in this business. I was sort of a loner and I guess ~~(Inaudible)~~ *respect (Inaudible)* in that

AB:

(Inaudible) has a business over there in the ahh, you know, you might even keep him in mind. I will give you his card. He does strickly (Inaudible) typing. Okay?

NY 166-3738
35.

AB:

It's a (Inaudible) service. You will type manuscripts or you will type (Inaudible) or you will do a little layout with the composer and you see he was the engineer in NY (Inaudible) typing. He had the right machine (Inaudible), an IBM modern type which most places never had, you know, and you went to try to hire those machines, you know, you would try and get them. They wouldn't give them to us because there were a lot of service people who had them you know, service organizations.

JR:

Right, right

AB:

They had to find some service and I guess I hit upon (Inaudible) you see, and he was down (Inaudible) south (Inaudible). He was reporting I guess IT&T or (Inaudible).

JR:

Oh

AB:

I guess he had something going there and then he has been very (Inaudible) about it because you know, guys like (Inaudible) went in there and they tell them that IT&T they could do it cheaper and save money and let them handle it ahh I guess (Inaudible) type thing, but eventually (Inaudible) got crossed out of IT&T. He lost all the good things he had you know. I think it was strictly ahh political (Inaudible) who is not one you would admire.

NY 166-3738

36.

JR:

I know

AB:

SHERMAN was the manager of IT&T at that time you know, he was, as a matter of fact, he kind of got me (Inaudible). He was on the committee you see and SHERMAN moved out of the picture and some other guy took over by the name of (Inaudible) you know at IT&T, but BILL was not really that good of a man. I guess he was in with the (Inaudible). Eventually I think that's what happened to (Inaudible) he got ~~crossed~~ ^{forced} out you see

JR:

And PAT got in

AB:

And, and PAT got in you see, and then after a while they went back (Inaudible).

JR:

Okay you go ahead because I will get the check you know and all the stuff, get the waiter, alright.

AB:

(Inaudible)

JR:

Thanks a lot ARTIE

AB:

Good

JR:

Good luck, okay

AB:

(Inaudible)

JR:

Very good

AB:

(Inaudible)

Waiter

(Inaudible)

JR:

Oh did they, oh maybe they did, I'm sorry. I didn't even see it okay.

AFFIDAVIT OF MAILING

STATE OF NEW YORK
COUNTY OF KINGS
EASTERN DISTRICT OF NEW YORK, ss:

EVELYN COHEN, being duly sworn, says that on the 9th

day of April, 1976, I deposited in Mail Chute Drop for mailing in the
U.S. Courthouse, Cadman Plaza East, Borough of Brooklyn, County of Kings, City and

State of New York, a GOVERNMENT'S APPENDIX

of which the annexed is a true copy, contained in a securely enclosed postpaid wrapper
directed to the person hereinafter named, at the place and address stated below:

William J. Gallagher, Esq.
LAS, Fed. Defender Services Unit
509 U.S. Courthouse
Foley Square
New York, N. Y. 10007

Sworn to before me this
9th day of April, 1976

Matthew Schary

Evelyn Cohen

MAR 27 1976
Notary Public
No. 10007
77